

**PROCEEDINGS OF THE BROWN COUNTY**  
**HUMAN SERVICES COMMITTEE**

Pursuant to Section 19.84 Wis. Stats., a regular meeting of the **Brown County Human Services Committee** was held on Wednesday, March 27, 2013 in Room 200 of the Northern Building – 305 East Walnut Street, Green Bay, Wisconsin

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**Present:** Chair Evans, Supervisor Hopp, Supervisor Robinson, Supervisor Haefs  
**Excused:** Supervisor La Violette  
**Also Present:** Supervisor Williams, Brian Shoup, Jeremy Kral, Tim Schmitt, Mary Johnson, other interested parties

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I. **Call Meeting to Order.**

The meeting was called to order by Chair Pat Evans at 6:01 p.m.

II. **Approve/Modify Agenda.**

**Motion made by Supervisor Robinson, seconded by Supervisor Hopp to approve. Vote taken. MOTION CARRIED UNANIMOUSLY**

III. **Approve/Modify Minutes of February 26, 2013.**

**Motion made by Supervisor Hopp, seconded by Supervisor Haefs to approve. Vote taken. MOTION CARRIED UNANIMOUSLY**

**Comments from the Public**

None.

**Report from Human Services Chair, Patrick Evans**

Evans stated that he appreciated the Committee's support of the wind study at the County Board meeting. He also stated that there will be a Family Care meeting at the Family Care Office at Advance on April 3 and a legislative meeting at Lambeau Field on April 8. He also indicated that Sanimax has indicated that they would like to be included on next month's agenda to give an update.

Supervisor Robinson asked if there would be any updates coming on the task force on child abuse and neglect. Evans responded that they will be holding a meeting on this on March 28 and another the following week. He stated that he was elected chairman of this task force and there are about 30 others from many different agencies.

Supervisor Hopp stated that he will be participating in the "Walk a Mile in Her Shoes" walk on April 20, 2013 at the City Deck. Money raised will go towards fighting domestic abuse and sexual assault in Brown County and any donations would be accepted and appreciated.

1. **Review Minutes of:**

- a. Aging & Disability Resource Center of Brown County Board (February 28, 2013).
- b. Aging & Disability Resource Center of Brown County Nominating Committee (February 18, 2013).
- c. Children with Disabilities Education Board (February 19, 2013).
- d. Human Services Board (February 14, 2013).
- e. Veterans' Recognition Subcommittee (February 19, 2013).

**Motion made by Supervisor Robinson, seconded by Supervisor Hopp to approve Items 1 a – e. Vote taken. MOTION CARRIED UNANIMOUSLY**

2. **Executive Director's Report.**

Human Services Executive Director Brian Shoup provided a Director's Report and 2012 Goals & Completions to the Committee, a copy of which is attached. Following his report he entertained questions from the Committee.

Robinson asked why there was so much turnover at the CTC and if this is random or if this is becoming a trend. Shoup stated in some cases it was for better jobs and that some of the trend can be attributed to pay issues. He stated that the larger difficulty will be in the recruitment of replacements. One of the vacated positions could be attributed to a change in leader initiative and one was a retirement. Robinson asked if Shoup saw a trend with one set reason that people are leaving. Shoup responded that there will always be retirements and he also felt they were having a harder time hanging on to some of their management team. They know that one of their supervisors has applied for other positions in other counties and because of this Shoup worries when he sees similar jobs posted in nearby counties.

Robinson also mentioned that we are entering the period of time where people can have their power turned off for non-payment of bills and he wondered what the impact would be with this on the energy assistance program. Director of Community Programs Jeremy Kral stated that he had been briefed by Jenny Hoffman to expect some lines forming at Sophie Beaumont when the moratorium lifts on April 15 or 16 and that they should expect an increase in business on that day with people looking for energy assistance. So far they anticipate that they will be able to manage serving the people who build up over the days when the moratorium ends. Shoup added that he knows there is a plan in place to handle the lines and he was confident that all bases would be covered.

Supervisor Haefs made reference to Shoup's earlier comment that he worried when jobs were posted in other counties and asked if the nervousness comes from money issues as he felt the quality of life in Brown County was great. Shoup agreed that the quality of life in Brown County is great. Haefs recalled that at the last budget meeting he said the same words Shoup is saying now. He specifically said what we are actually doing when we have people that are doing this kind of work in tough times and he said the last thing discussed before the final vote on the budget was taken was if the County Board was going to take administrators and non-union people and keep them at zero and when would this stop and the County Board had 25 silent voices. He felt someone else would express concern about this as he has always been concerned. He felt that if you have people doing good work they should be compensated in some way. Haefs continued that when it comes to the next budget in November, unless they deal with this compensation issue for employees, he will not vote for a budget on a zero basis anymore. He did not like it last year and he will not do it this year. He felt that money was an issue in these positions being vacated and he wondered how to get around this. What he is getting at is that it is good to hear this in the director's report, but when will it be put on the agenda to start discussing this for the record. When do we look at this and how do we address this? Haefs continued that money seems to be an issue and Shoup agreed. Haefs did not think they could keep losing people, especially when it was indicated that recruitment for replacements would be difficult. He questioned who decides to up the ante and when to do it.

Shoup responded that he believes this is a County issue, although he felt that compression is affecting his department as much as any other place in the County right now. He continued that it is very difficult to get line staff interested in promotions to the management ranks because it would mean very little in terms of additional compensation and a lot more hours. To answer Haefs' question, Shoup stated that Human Resources is contracting out for a comp and class study that is expected to be done later in the year and will provide valuable information. Haefs stated that he does not like class and comp studies as much as he likes the idea of looking at each individual position.

Evans appreciated Haefs' comments. He asked Shoup if he has brought this forward to the County Executive and Shoup stated that he has had numerous conversations on this. Evans felt it starts with the County Executive and Shoup stated that the County Executive is very concerned about this and is interested in working with the Board to find some solutions. Shoup felt it will take both the administration and the Board to find solutions.

Robinson asked Shoup if his budget will include changes to the salary structure for his Department. Shoup replied that he anticipated Human Services will be putting together essentially a cost to continue budget with a few exceptions such as the redesign of the CTC and that sort of thing. What they budget in terms of compensation will of course come from direction of the County Executive and Shoup felt that the County Executive was quite interested in looking for a partnership with the Board to come up with some solutions.

Haefs felt this was a problem that was ongoing and not being discussed. The employees are the people that make the difference and it does not make sense to him to sit back and simply see what the budget book says in October when it is too late to do anything about it. He disagree with this budgeting approach, but he does not know where to start. This worries him and he does not want to see some compensation package in November without having prior discussions on it.

Shoup stated that he can only speak for his Department, but what he can tell the Committee is that they should not be surprised if as he starts recruiting for these positions and future positions, he is under some difficulty in terms of past practice as to what can be offered and what the limits are and the Committee may hear Shoup say that he needs a little room if he cannot find capable candidates whom he feels they can hire. This is a concern of his and he wished to share this with the Committee as it is his duty to run a safe effective hospital, a safe effective nursing home and protect children.

Haefs felt compensation should be an agenda item, even if it is done in closed session to discuss salaries and strategies. He felt the Committee should be discussing this.

Hopp asked Shoup if he did exit interviews with their management and Shoup indicated that he did. Hopp asked if this has provided any understanding as to why people are leaving and he stated that it does and at times he also gets quite an earful and this has increased lately. Shoup also stated that he has also had management team members come to him asking if they should have some hope in terms of the County in general and they understand that it is a collaboration between the Board and the administration.

Hopp asked Shoup about the one viable candidate they had for the CTC Administrator position who indicated they would like a starting salary of \$120,000 to \$150,000 and asked what the County's starting price was. Shoup answered that the starting point for the County is about \$76,000. He also indicated that this is the bracket the current CTC Administrator is at. Shoup thought the current range goes to about \$90,000, although he could not say for certain. Hopp also asked if Shoup knew where this would rank as compared to similar positions in the area and Shoup responded that in order to match another nursing home, we may be able to find someone in the upper range of that, but it should be noted that this job is not only for the nursing home but also for a 35 bed youth psychiatric hospital.

This discussion on compensation continued with a discussion regarding having a closed session on the next agenda. Haefs stated he did not think you had to pay top dollar salaries, but to retain employees you have to look out for them. He continued that how the County Executive handles this is his business, but he felt that this should be looked at by the Committee and if this is looked at by the Committee and recommendations are made it goes a long way. Shoup should be able to go to his staff and let them know that the Committee is concerned and is looking into it. He stated he did not know a lot about the particulars, but it did not seem to him that things will get better if the Committee just sits back and waits

for the budget in November. Haefs thought the issue of compensation should come to the Committee as an agenda item and if closed session is necessary then a closed session should be scheduled. Haefs stated that he would like to look at things ahead of time rather than waiting for the budget and as far as he was concerned, all of the Committees should be looking at all of the positions.

Robinson's preference would be to see this in a bigger context in terms of the salary structure for the different departments rather than pick it off one person at a time. His request would be for Shoup to come to the Committee in closed session if need be with a more comprehensive look at what the pay situation looks like in the Human Services Department. Evans agreed and stated that we could start discussions on this next month if the Committee desired.

**Motion made by Supervisor Robinson, seconded by Supervisor Hopp to add a closed session to next month's Human Services agenda to discuss compensation in the Human Services Department. Vote taken. MOTION CARRIED UNANIMOUSLY**

**3. Report on Homeless/Detox Issue per request by Supervisor Robinson.**

Jeremy Kral read a report he had prepared that summarizes all of the things done by the Human Services Department to address homeless issues in the County. A copy of this report is attached.

Robinson thanked Kral for his report and stated the root of his question was with regard to the situation with homeless individuals and other folks in the community who do not have economic resources but were previously treated at the CTC for alcohol issues. His understanding is that the County is not able to do that now unless these individuals exhibit some sort of threat to themselves. Shoup confirmed this and Robinson felt this would now leave a lot of people scrambling for help with these issues. Robinson felt this is an issue that will keep cropping up in the community. To put this in better context, Shoup stated the County certainly still treats a number of people who have co-occurring alcohol and/or drug issues and mental health issues and this constitutes a large portion of their patients. In addition, if someone is suicidal, they will be admitted. If they are also intoxicated they will also be admitted. Robinson was glad to hear this but stated he saw somewhere that there had been an evaluation recently on this. Shoup stated that a plan of correction was filed and help was received from Senator Baldwin's office for some of the issues. Shoup also stated that there was a citation in the area of issues of treatment planning. He stated it was rare to get through a CMS survey without a cite for something. The plan of correction was filed very quickly while they were in a negotiating posture on detox issues. CMS came back out and accepted the plan of correction; however, they forgot to send a letter stating the plan was accepted. Mary Johnson contacted them to confirm that the plan of correction was accepted and she received this confirmation.

Robinson felt this was a real gap compared to what we had before and it was his understanding that this is causing a lot of repercussions in the community. Mary Johnson stated there is a committee that meets and is looking at this issue. They meet with the police department and hospitals every two months and this is not being ignored. They are constantly looking for solutions. Kral confirmed this and added that since mid-December when they knew this would become a reality they started meeting with local law enforcement from municipalities as well as the Sheriff's Department and all of the hospital systems, community partners and Human Services staff. They have met a number of times and are aware of circumstances where things have not gone well, but by and large relative to the problem they were initially facing things are going very well and they continue to work on refining this. As a general rule, Kral stated that from where they started in December and where they are now, he felt people should be pleased with the progress and the general response to the challenges presented.

Robinson stated that he had received information from one agency that this was a fairly significant problem in the January and February timeframe. Shoup agreed with this and stated that in other areas where he has administered organizations, central Wisconsin for example, the local community hospital

provided detox services as part of their mission which was not funded by Counties. It was no different than a person who was poor and did not have a healthcare plan that was in a car accident and needed care. He felt this varies from community to community and in the Green Bay metro area obviously there has been a practice up until recently where the CTC took everyone for detox. Along comes the federal government and regulates this and provides a new set of rules to abide by. The County got some relief from that, but that is where we stood. Shoup continued that this varies from county to county and there are some places where a county might have a contract with a community hospital to perform medical detox and there are other counties that do not do that. What Brown County is trying to do is narrow down as much as we can through collaboration with community institutions and healthcare providers so that we can work this problem to get it down and bring forward a new state of civility with people's needs being met.

**Motion made by Supervisor Robinson, seconded by Supervisor Haefs to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**4. Financial Report for Community Treatment Center and Community Programs.**

Finance Manager Tim Schmitt stated that he has preliminary close numbers and it looks like the surplus for Community Programs for 2012 ended up at \$2.18 million dollars while the loss at the CTC ended up being \$595,000.

**Motion made by Supervisor Robinson, seconded by Supervisor Hopp to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**5. Statistical Reports.**

- a. **Monthly Inpatient Data – Community Treatment Center.**
- b. **Monthly Inpatient Data – Bellin Psychiatric Center.**
- c. **Child Protection – Child Abuse/Neglect Report.**
- d. **Monthly Contract Update.**

**Motion made by Supervisor Robinson, seconded by Supervisor Hopp to receive and place on file Items 5a – d. Vote taken. MOTION CARRIED UNANIMOUSLY**

**6. Request for New Non-Continuous Vendor.**

**Motion made by Supervisor Hopp, seconded by Supervisor Robinson to approve. Vote taken. MOTION CARRIED UNANIMOUSLY**

**7. Request for New Vendor Contract.**

**Motion made by Supervisor Robinson, seconded by Supervisor Hopp to approve. Vote taken. MOTION CARRIED UNANIMOUSLY**

**Aging and Disability Resource Center – No agenda items.**

**Health Department – No agenda items.**

**Syble Hopp – No agenda items.**

**Other**

**8. Audit of bills.**

**Motion made by Supervisor Hopp, seconded by Supervisor Haefs to pay the bills. Vote taken. MOTION CARRIED UNANIMOUSLY**

9. **Such other Matters as Authorized by Law.**

**Motion made by Supervisor Hopp, seconded by Supervisor Haefs to adjourn at 6:56 p.m. Vote taken.**

**MOTION CARRIED UNANIMOUSLY**

Respectfully submitted,

Therese Giannunzio  
Recording Secretary

## Executive Director's Report to Human Services Committee

March 27, 2013

**CTC Administrator Vacancy and Recruitment.** I regret that we will be losing the leadership that Mary Johnson has brought to the Community Treatment Center and the Mental Health Center before that. She is retiring on April 30<sup>th</sup>. I want to personally thank her for her leadership, support and dedication over the years. I have relied heavily upon her assistance.

Replacing her will be a challenge. Informally, I started recruitment over four weeks ago and to date have received only three candidates. Only one of them I judge to meet the qualifications and target qualities that I am seeking. This candidate requires a starting base salary between \$120,000 and \$150,000 with "appropriate" bonuses and incentives in addition. This is not a good start to our recruitment.

We currently have no internal candidates for interim administrator of the CTC. Consequently, I am in the process of contacting firms that lease out interim healthcare administrators. I have received a quote from one firm and am in contact with a second. This initial quote would entail a minimum contract period of three months, priced at \$21,000 every four weeks. This leasing fee calculates to \$276,000 annualized. Expenses, including housing, bi-weekly airfare, ground transportation, etc. would be charged at cost in addition to the leasing fee.

**Other Management Vacancies.** In addition to the CTC Administrator vacancy, we have other critical positions that we need to fill as soon as possible. They include the Director of Nursing at the Nicolet Psychiatric Center, the Scheduling Supervisor at CTC, the Billing Supervisor at CTC, the Nurse Educator at CTC and two Behavioral Health Clinical Supervisors at the Mental Health Clinic. I expect that filling some of these vacancies will also be challenging.

The compensation compression issues within Human Services are becoming increasingly acute. This also makes it more difficult to recruit internally from the ranks of line staff because of the compressed compensation schedule. Our ability to attract and retain talented leaders is crucial not only to the quality of care that we provide, but also to our ability to operate as efficiently as possible. The cost of offering market-competitive compensation to management candidates is small relative to the dollars that are placed at risk when we struggle to find and retain talent.

As I responded to questions about this at the last Human Services Board meeting, I reminded the board members that it was the skill and experience of the management team I am blessed to have that delivered \$1.8 million and \$1.1 million in levy savings in the 2012 and 2013 budgets respectively. What's more, they accomplished this through the pursuit of best practices in service delivery. I believe I would be remiss in my duty as Executive Director not to raise these concerns.

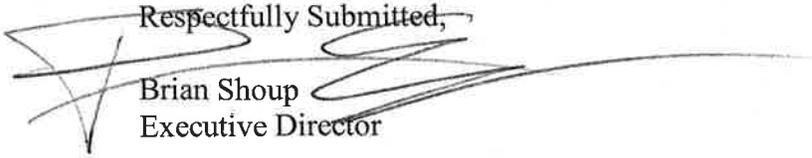
**Report on 2012 Goals and Achievements.** I have passed out an updated copy of a report that I have submitted to the County Executive earlier this year. I want to focus on the issue of the need for more psychopharmacological prescriber time. We have a plan that will substantially increase

prescriber time by eliminating the half-time psychiatrist position and replacing it with a full-time Advanced Practice Nurse Prescriber (APNP) position. This will double the services provided by that original position that would be cost neutral.

Secondly, we will be requesting a second full-time APNP position *employee* position by eliminating a contracted 30 hour per week position. In addition because of a trend of fewer emergency detentions at our hospital, two of our inpatient psychiatrists will be increasing their time in the outpatient clinic.

It has taken some time for these two new positions to be placed within our current comp & class plan which was finalized yesterday. However, this did not give us sufficient time to properly notice the enabling resolution for these positions in time for the meeting this evening. We would be interested in knowing if there was some alternate way to still have this placed on the April agenda of the Executive Committee.

Respectfully Submitted,

  
Brian Shoup  
Executive Director

# 2012 Goals & Completions

Brown County Human Services

Brian Shoup

## 1. Devise plan for expanding access to psychopharmacology (adults).

Background: The Outpatient Mental Health Clinic currently has a three month wait list for new patients to be seen by a psychiatrist or nurse practitioner. This contributes to the problem of the chronically mentally ill cycling through the Nicolet inpatient unit.

Implementation date: 2013

Completion Status: HS leadership declined an offer by the HS Committee to add funds to 2013 budget for additional prescriber time. Preliminary plan has been developed that would include additional deployment of inpatient psychiatrists at the clinic, converting a vacant 0.50 FTE psychiatrist position into a 1.00 FTE advanced practice nurse prescriber position, and devising client scheduling improvements. In addition a 30 hour/week APNP (Advanced Practice Nurse Prescriber) independent contractor position will be eliminated and converted into a 2<sup>nd</sup> full-time APNP employed position. This formal plan will be presented to HS Committee in March 2013.

## 2. Development of a county alternative to juvenile corrections at Lincoln Hills

Background: Per diems charged to counties by the state for juvenile correctional placements will increase 20% over the course of the current biennium. Plans call for services to be developed using the county detention facilities through a partnership between Human Services, the Office of the Sheriff, and possible local school districts.

Implementation date: December 2012.

Completion Status: This initiative, termed **Alternative Protocol**, has been created and ready for admissions.

## 3. Conduct a minimum of 12 scheduled LEAN events in 2012 (see attached HS LEAN Schedule).

Background: These events are critical to the 2012 HS budget.

Completion Status: 10 LEAN Events conducted

- Incoming Check Process
- CTC Nursing Staff Scheduling
- Birth to Three Fee Collections Process
- Children's Long Term Care 3<sup>rd</sup> Party Billing Process
- Vendor Contracting Process
- Improving CCS Billings (DHS)
- Accounts Payable and Billing Process

- *Emergency Detention Process*
- *Economic Support Appointment Scheduling*
- *Increasing CTC Storage Capacity*

**4. Devise recommendations regarding restructuring the CTC Nicolet inpatient unit by reducing hospital beds and adding diversion beds.**

Background: Federal rules prohibit Medicaid reimbursement for Nicolet Hospital because it has more than 16 beds.

*Completion status:* Have created an interdepartmental planning team with representation from Human Services' CTC and CP Divisions, Facilities, Public Works and Corp Counsel. Reviewed remodeling needs with county architect, received "outside" projection of remodeling costs and have earmarked one million dollars from the Human Services fund balance to cover them. Have held preliminary meetings with state regulators about conversion of hospital beds to diversion/crisis beds. Have conducted two site visits to North Central Healthcare Facility which undertook a similar conversion several years ago.

**5. Investigate cost savings for integrating dietary and housekeeping staff at CTC.**

Background: Dietary staff members are HS employees and housekeeping staff at the CTC are Facilities employees. Integrating both sets of employees under one management structure and simplified job descriptions could potentially allow for efficiencies and savings.

Decision date: Investigation and recommendations to be completed by **August 2012** for possible inclusion into 2013 budget proposal.

*Completion status:* Abandoned. Given the management restructuring occurring in Public Works, it was decided not to explore and Public Works leadership was not approached.

**6. Conduct five-year fiscal analysis of Brown County's transition to Family Care.**

Background: Enrollment of existing waiver clients to Family Care is anticipated to begin in early 2014. Following that, there will be a five-year "spend-down" of maintenance of effort levy dollars from Brown County, leveling off at an amount equivalent to our 2006 long term care levy match.

*Completion status:* Fiscal analysis is on-going but incomplete given the uncertainty of Family Care expansion in Northeast Wisconsin. Two major factors affect the final determination of the fiscal impact – the first is a firm date of expansion and the second is the drafting of the final county resolution in which we may wish to add conditions or covenants that would protect us from future costs. Our current projections suggest an annual savings of at least \$500,000 after completion of the five year "buy-down." Monies for Family Care expansion were not included in the Governor's 2013-15 biennium budget. After meeting various times with the leadership of the Joint Finance Committee, it is not likely that Family Care will expand in Northeast Wisconsin until 2015 at the earliest.

## Brown County Human Services Homeless Outreach Response

March 27, 2013

Brown County employs two full-time, year-round social workers whose role is dedicated to outreach work with homeless individuals in Brown County. These workers collaborate with the two largest shelters as well as several smaller ones in efforts to connect homeless people with services such as: housing, food, physical health care, dental care, clothes and behavioral health services to address mental health and substance abuse issues if present among others. Many of these efforts are in conjunction with a variety of community partners.

The Human Services Dept. provides substance abuse treatment, psychotherapy, and medication interventions at the outpatient clinic located at CTC. These services are available on a sliding-fee-scale basis under which those with modest to no income receive the services at reduced or no cost to themselves.

Virtually all case management social workers in the mental health and substance abuse area are serving homeless individuals as part of their regular workload.

Two AODA case managers are regularly working with individuals currently staying at St. John's. One CM has seasonally scheduled hours there to see individuals who express a desire to meet with a CM, one CM visits because 3 individuals he regularly serves are currently living at the shelter.

Human Services budgeted \$40,000 of tax levy to support the efforts of NEW Community Shelter in 2013.

Many other human services programs assist with issues of housing and poverty such as many Economic Support programs (energy assistance, FoodShare), adult protective services, and long-term care waivers.

Homeless individuals have equal access to any and all human services efforts. Referrals or calls expressing need may come from individuals, families, hospitals, other areas of human services, community partners, etc.

While the Human Services Department cannot feasibly be all things to all people, the Department is willing to and interested in refining and improving our efforts to address the needs of homeless people.

Respectfully submitted by:

Jeremy Kral  
Director of Community Programs